LOS ANGELES COMMUNITY COLLEGE DISTRICT
CITY / EAST / HARBOR / MISSION / PIERCE / SOUTHWEST / TRADE-TECHNICAL / VALLEY / WEST

HUMAN RESOURCES

HR PLAN AND UPDATES

I. POLICY DEVELOPMENT

GOAL 1: STRETHENING PROCESSES AND PROCEDURES THORUGH POLICY DEVELOPMENT

The HRD will work with the Human Resources Council to develop policies and procedures where potential gaps may exist.

ACTION PLAN AND IMPLEMENTATION OF GOAL

The Human Resources Division has revised and developed new policies that strengthen compliance with CBAs, state and federal laws. SAP is being programmed to support changes in policy and ensure consistent application of these policies. From July of 2017 through September of 2019, the following BR, ARs and HR Guides have been developed:

BOARD OF TRUSTEES BOARD RULES
CHAPTER X HUMAN RESOURCES ARTICLE III SELECTION POLICIES
CHAPTER X HUMAN RESOURCES ARTICLE XI UNCLASSIFIED EMPLOYEES (MAJOR REVISION)
CHAPTER X HUMAN RESOURCES ARTICLE XIX STUDENT EMPLOYEES (MAJOR REVISION)

ADMINISTRATIVE REGULATIONS
ADMINISTRATION REGULATION PS-8 AUTHORITY OF THE DISTRICT HUMAN RESOURCES COUNCIL

HR GUIDES
HR GUIDE P-110 NEW HIRE
HR GUIDE P-111 FINGERPRINTS
HR GUIDE P-112 CRIMINAL BACKGROUND INFORMATION
HR GUIDE P-130 ADDITIONAL ASSIGNMENT (MAJOR REVISION)
HR GUIDE P-311 EMPLOYEE EXIT PROCESSING
HR GUIDE P-310 RESIGNATION
HR GUIDE R-101 FACULTY EQUIVALENCY PROCESS (DELETED)
HR GUIDE R-130 ADJUNCT FACULTY SELECTION
HR GUIDE R-320 STUDENT EMPLOYEES (MAJOR REVISION)
HR GUIDE R-360 PROJECT MATCH
HR GUIDE R-400 ATHLETIC DIRECTORS AND COACHES
HR GUIDE R-501 TUITION REIMBURSEMENT

HR FORMS
HR FORM C1004 APPLICATION FOR DEGREE DIFFERENTIAL
FORM C-1124 RETRAINING AND STUDY LEAVE REQUEST
FORM C-1125 FORMAL STUDY PLAN: RETRAINING AND STUDY LEAVE
FORM C-1126 INDEPENDENT STUDY PLAN: RETRAINING AND STUDY LEAVE
HR FORM C1117 ACKNOWLEDGEMENT OF EMPLOYMENT CONDITIONS SPECIALLY FUNDED PROGRAMS
HR FORM H-1000B PERSONNEL FILE CHECKLIST IN-SERVICE
HR FORM HR-2 PERSONAL DATA SELF DISCLOSURE
HR FORM HR-4 REPORT OF CONVICTIONS
HR FORM HR-4V VOLUNTEER REPORT OF CONVICTIONS
HR FORM P-110 NEW HIRE
HR FORM P-310A ACADEMIC/CLASSIFIED SERVICES RESIGNATION
HR P-311 EMPLOYEE EXIT PROCESSING
HR FORM P-400B LEAVE OF ABSENCE ATTENDING PHYSICIAN STATEMENT
HR FORM P-402 ANNUAL PHYSICAL/EYE EXAMINATION CERTIFICATION
HR FORM R-130N ADJUNCT FACULTY SELECTION
HR FORM R-130W REQUEST TO WAIVE 0.67 FTE ADJUNCT INSTRUCTOR LIMITATION
HR FORM R-501B REPORT OF COMPLETION FOR TUITION REIMBURSEMENT FOR PROFESSIONAL ACTIVITY
HR FORM R-542 ACADEMIC DEGREE DIFFERENTIAL
HR FORM TA-1 ACADEMIC/CLASSIFIED EMPLOYEES ABSENCE CERTIFICATION/REQUEST
NEW HIRE ROUTING PROCESSING GUIDELINES
HR FORM 35 NAME CHANGE REQUEST

SAP programming on FTE limitations for Student Employees has been implemented as a result of policy development. Additional FTE limits are currently in process in collaboration with IT.

II. PERSONNEL FILES

GOAL 2: IMPLEMENT A DIGITAL PERSONNEL FILE SYSTEM WITHIN THE ERP TO INCREASE SECURITY, AVOID DUPLICATION AND ENSURE APPROPRIATE RETENTION OF FILES.

- The SAP Module to digitalize personnel files needs will be developed and implemented by District IT.
- All existing hard copy files will be scanned and uploaded.
- During the span of six months HR staff will prepare all personnel files for scanning.
- Records no longer needed will be vetted through legal and destroyed.
- HRC will develop policy and guidance on uploading and maintaining *digital* personnel records given the need for cybersecurity integration.

ACTION PLAN AND IMPLEMENTATION OF GOAL

Imaging Documents and Destruction of Records

The Human Resources Division (HRD) has prepared all personnel records for imaging. The District is retaining services though Viatron to image and properly index all exiting personnel records. In addition, HRD has worked with the Office of General Counsel to identify records that will be destroyed.

Maintenance of Digital Personnel Files Through SAP Success Factors

All imaged documents by Viatron will be directly uploaded into SAP through an interface. Furthermore, HR and IT have met with SAP representatives to demo. "Success Factors", the recruitment onboarding program offered through SAP. Success Factors will enable HR to use an automated and digital onboarding process that will eliminate hard copies of new hire paperwork and eliminate manual processes. All new hire paperwork will be uploaded into SAP using Success Factors, thus creating the file digitally at the time of hire. Going forward files will be maintained digitally in SAP. Success Factors will allow for the single entry of information with automated field population onto both legally and internally required forms. Moreover, the system will allow integration with assignments and position control. HR is ready to launch Success Factors but is waiting on a resolution with SAP regarding contract disputes.

III. RECRUITMENT

GOAL 3: LAUNCH A NEW RECRUITMENT SYSTEM THAT WILL STREAMLINE AND AUTOMATE RECRUITMENT PROCESSES FOR ACADEMIC POSIITONS WHILE PROVIDING ENHANCED ANALYTIC CAPABILITIES.

The Human Resources Division uses Cornerstone on Demand to recruit for academic positions. The contract with Cornerstone is set to expire at the end of the year. Cornerstone has limitations and does not interface with SAP. Since this is a standalone system, the District has opted for Success Factors which has advanced capabilities in posting, recruiting and interviewing and directly interfaces with SAP.

ACTION PLAN AND IMPLEMENTATION OF GOAL

Recruitment of Academic Positions

Success Factors will allow for talent acquisition of academic positions utilizing a wider network of on-line recruitment platforms currently built into the system. This is in addition to existing higher education markets, including the CCC Registry which are presently available. Applicants will be able to apply for positions via a mobile platform, and the traditional desktop. Customization of required field information will also permit for key information that will allow the Academic Recruitment Unit to gather related work experience that will address salary placement in a doable manner. Pre-existing templates are available, allowing for faster delivery of information, including employment and acceptance offers.

<u>**Digital Signature**</u>

The Human Resources Division in collaboration with IT are working on an electronic signature process as part of ongoing automation efforts. Success Factors contains the technology infrastructure in order to implement a digital signature process through Docu-Sign.

IV. HIRING KEY POSITIONS IN HR

GOAL 4: THE DISTRICT WILL HIRE TWO KEY MANAGEMENT POSITIONS TO DEVELOP, IMPLEMENT AND SUSTAIN THE RECOMMENDATIONS FOR THE HR DIVISION.

The two key positions identified by the Sibson Report and supported by the Chancellor and Vice Chancellor of HR are:
- Associate Vice Chancellor of HR
- Associate Vice Chancellor of Labor Relations

In addition, HR will review additional personnel each unit and EER. Positions will include:
- Sr. Personnel Assistants
- Personnel Assistants
- EER Specialist

ACTION PLAN AND IMPLEMENTATION OF GOAL

The District has hired a Director of Human Resources to oversee HR operations. HRD is still working with the Personnel Commission to hire the Associate Vice Chancellor of Labor Relations. In addition, the District has authorized the hiring of one additional EER Specialist and a Personnel Assistant. The District is working with the Personnel Commission to fill these positions.

IV.   EVALUATIONS

GOAL 5: THE DISTRICT WILL IMPLEMENT AN AUTOMATED EVALUATION SYSTEM THAT WILL FACILITATE SUBMISSION OF EVALUATIONS DIRECTLY INTO SAP.

- The District will use the SAP Module to administer performance evaluations.
- The District will hire and dedicate one person to oversee the performance evaluation process with the following specific duties:
  - Send regular notices to all administrators who are designated as evaluators (up to four).
  - Follow-up twice per month by phone and in writing.
  - Ensure full compliance of evaluations by reporting to the Chancellor, College Presidents and Vice Chancellor of HR a list of all employees missing evaluations. The list will include a truncated timeline to complete overdue evaluations.
  - A list of all evaluations not completed after final notification will be provided to the Chancellor monthly.

- HRD will work with stakeholders to revise the evaluation of college and district executives to include a rating for satisfactory completion of evaluations.
- HRD will meet and negotiate with Deans, Local 911 and SEIU, Local 721 to revise the evaluation of supervisors to include a rating for satisfactory completion of evaluations.

ACTION PLAN AND IMPLEMENTATION OF GOAL

Success Factors will permit for the centralization of evaluations. There is a performance management module available. This option will continue to be explored and assessed. Collective bargaining implications will need to be taken into consideration with the associations in order to consider automation of evaluations from the campus supervision level to HRD. Evaluation procedures are a mandatory subject of bargaining, and a term and condition of employment. Negotiations will determine the short- and long-term implementation solutions of a robust and automated evaluation process.

V. TRAINING

GOAL 6: THE HRD WILL FULLY TRAIN ALL HR EMPLOYEES ON NEW AND EXISTING PROCESS AND PROCEDURES.

- The HRD will provide annual professional growth opportunities within the field of HR for all employees working in HR, including SPOCs other employees in personnel offices.
- The HRD will also assure appropriate training of college personnel by having direct access and oversight of employees within the personnel offices.
- Direction or deviation of current policies and procedures will not be allowed by college administration. Accountability will be increased at the ESC and colleges.
- IT systems will be programed to require approval from HRD of specific personnel transactions.

ACTION PLAN AND IMPLEMENTATION OF GOAL

Several training considerations have been identified by HRD leadership. These include, but are not limited to the following training components:

1) Regulatory compliance with ongoing changes to legislation affecting employee rights
2) Leaves – identification and processing
3) SAP
4) Interview and Selection Procedures
5) EEO Training in collaboration with the Office of Diversity, Equity, and Inclusion
6) Progressive Discipline
7) Workplace Investigations
8) Evaluations
9) Conflict Resolution
10) Crucial Conversations

HRD recently facilitated a training for campus and district office HR staff on personnel files. This training was conducted with the assistance of LCW as part of ongoing training. In addition, HRD presented at the annual Association of Chief Human Resource Officers conference. This presentation was well received and focused on critical legal issues which affect the day to day operations of all California Community Colleges.

In order for HRD to maintain the forefront of innovation through succession planning, several HRD staff with potential for leadership will be sent to a personnel leadership academy sponsored by LCW.